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ACTING DEAN'S MESSAGE

In addition to reports on the activities of the members of our Faculty, this issue of our Commerce Quarterly also contains reports that were presented at our annual "State of the Faculty" address. These reports by the four Associate Deans focus on i) Graduate Studies and Research, ii) Administrative Affairs, iii) the Undergraduate Program and iv) the Loyola Campus and our Distinguished Teaching Award. The previous issue contained the text of the Dean's message.

Based on the results of a recent meeting of Chairs, Program Directors and Directors of Centres, our Faculty is in good shape. We are not, however, prepared to stand still. We continue to forge ahead with our international exchange program and we are making progress in our International Business program. We are also investigating ways of improving the effectiveness of our advertising for both the undergraduate and M.B.A. programs. The future is on our side and we are making sure it stays that way.

I would like to congratulate Professors A. Hochstein and J. Rosenblatt who received the Honorable Mention Award in the Marketing division for their presentation at the spring conference of ASAC in Halifax. Professors K. Dheyara and G. Pederzoli should also be congratulated since they also recieved the Honorable Mention Award in the Management Science Division at the same conference.

This is my last "Dean's Message" in our Commerce Quarterly before Dean Appelbaum returns in January. I believe therefore that it is opportune for me to thank the Chairs, and all the professors and non—academic staff for their support in the past few months. Without that support and active commitment, this Faculty would be a very different place. With your indulgence, I would like to mention Ms. Marilyn Howell, Assistant to the Dean. Without Marilyn, everything would grind to a complete halt. She made my tenure as Acting Dean fun while making sure I kept on the right track.

All the best,

Christopher A. Ross
Acting Dean

"STATE OF THE FACULTY" ADDRESS – REPORTS

MAY 5, 1988

C.A. Ross

Associate Dean, Graduate Studies and Research

This afternoon I thought I would spend some time talking about Graduate programs generally. I intend to speak about some of the things that we have done in the last four to five years and speak about the challenges that we face in the next five years. I thought five years was a nice cutoff point given that the mandate of the Administration is for five years and Dean Appelbaum was recently reappointed for another five years. I also intend to discuss research and what we have done in the last five years as well as focus on some challenges that face us in the next five years. Hopefully this won't take too long.

When I examine Graduate Studies in this faculty in the last five years, I believe that we have put major emphasis on Graduate Studies without reducing the emphasis that we place on our Undergraduate program. We have, for example, and I'm speaking about '83–'88, expanded our DIA/DSA program. In 1983 we had about roughly 50 students in the DIA program, currently we have about 200 students. The DIA/DSA is a program which I will discuss later when I talk about challenges because I think that it is one of the major challenges we face in this faculty.

We began the EMBA program, a major accomplishment in this faculty. We have, I believe, gained an enormous amount of mileage with our publicity from the EMBA. Certainly the external community is beginning to talk about Concordia as being identified with the Executive MBA program and I believe that we should all be proud of this particular program.

In our offerings of programs, we're missing one particular program, which hopefully we'll have by September of 1989, and that's the M.Sc. program. For those of you who might not be familiar, the M.Sc. is a research oriented masters degree which could be used by students for a number of things. It could be used as an entry point into our Ph.D. program as well as for training students for consulting and specialist type positions. If we obtain this particular program, we'd have a wide variety of offerings, filling the gap in almost every way.

Structurally we have also made some significant changes, apart from expanding programs and working on new programs. Each program, except the Ph.D. program, now has an academic as well as an administrative director. And that's not just fat in the system, it's because the nature of the job has changed, and the nature of the programs has changed. We expect academic and administrative directors to be more hands–on in managing the programs. They're held accountable and they're responsible for the success of these

programs. In the past, prior to 1983, somebody was in charge of the program in an academic sense but with all due respect to the people who filled such positions they often merely did the routine. I think that they did a good job of maintaining the programs. In terms of planning and developing new initiatives however, they just simply did not have the time. Now we have Academic Directors who are expected to plan, who are expected to recruit, who are expected to make sure the program works well, who are expected to focus on curriculum issues. That particular structural change makes a great difference in the kind of programs that we now offer, which I believe are second to none in this country.

A minor change, but one which I believe is important in terms of the atmosphere created in the Faculty, is the construction of classrooms in the GM Building. We now have two caserooms. We were able to convince the University that business teaching requires a particular kind of atmosphere and a particular kind of room. Physics and Engineering need their labs; we need our caserooms. One of the challenges that we face in the future is additional space and hopefully if we can't get a new building, at least we can get additional classrooms in the GM Building or in the buildings we currently occupy, which includes Loyola, the Western campus.

In our MBA program, our "flagship" program, we have integrated our core offerings. The professors who teach in the core courses now form a committee and they work together to make sure that what we offer is a program and not a disparate set of courses. The work of this committee remains a challenge. The students receive a program where only necessary duplication exists. I think that some duplication is important. At the same time, however, the professors who teach these courses must be aware of the duplication and aware that it is necessary duplication as opposed to unnecessary duplication.

We tightened up the regulations in both our MBA and Ph.D. programs and we are in the process of tightening up the regulations in the DIA program. As you know, in the MBA program we now work with the system of GPA's. We also have conditional standings. This new system turned out to be a bit of a headache but it was certainly worth the cost in terms of the quality of students we produce.

In the Ph.D. program, the length of time has been shortened, shortened to be more in line with what happens in other Ph.D. programs. Candidates are now given 7 years to complete their degree, from the time they walk through the door to the time they leave. Prior to this, the clock started ticking when they presented their thesis proposal, which meant that students could take 10 years to prepare their thesis proposal, or 15 years if they so desired. They then had 5 years to write their dissertation. Now they have 7 years to get it all done. We also tightened failure regulations. Candidates are allowed no more than 2 (two) "C's", which means that we have better quality candidates. The price we pay obviously is a smaller student body, but we end up with higher quality students in the final analysis.

We're moving in the same direction with the DIA/DSA program. At our last GSC meeting, regulations that are similar to the MBA program with conditional standing and a grade point average were approved in principle, subject to some simulations and some tests done on the current student body. Presumably this wouldn't generate too many negative results and by September of '89 we'd have a DIA program that operates under the same mode as the MBA program. All these programs now have their own subcommittees that manage these programs. They do a super job and they should be congratulated.

One of the challenges that remain in our Graduate programs is the DIA program. I believe that the DIA is a real gold mine, a real opportunity. When I say gold mine, I'm not talking about money to the Faculty. We never get money as a result of our programs anyway. I'm talking about a program that really has great educational potential. We are the only anglophone university in Quebec which trains people for public service management. We are the only anglophone university that trains people in art management. The University of Montreal's business school just recently announced a Diploma in Art Management and they easily raised $60,000 to fund that program, and they're off the ground as of September. We're the only anglophone university that gives a Diploma in Health Administration. What I'm suggesting is that I think it's about time we start looking at these programs and start looking at them very, very seriously. Do we want them to be something that we are proud of? One of the problems that we face is that it is very difficult to get commitment from full—time faculty for those programs. And I'm simply mentioning the challenges since presumably Professor Kusy will be the one who will have to take up the ball and run with it for the next three years. Hopefully, Martin, you're making notes.

The other challenge we face is getting our M.Sc. program on stream. The program is going to take a lot of our resources. It's going to require different teaching modes unlike the MBA. It's going to be very much a seminar and research type program.

Another challenge which existed for as long as I've been here, is space. We're in dreadful need of space. Last year we were shafted, and I say that publicly — I think the MBA program was shafted. We fought and we fought and we ended up getting a basement on Rene Levesque Blvd. We need physical space to match the quality of our programs. One of the big challenges is how do we convince the University that the business school cannot simply operate within four walls with sets of chairs haphazardly thrown together, which is basically what they do.

Another challenge facing us is how do we get full—time faculty more involved in our Ph.D. program? We have a whole slew of talent in this Faculty. I say it publicly and without any apology that we have one of the best faculties in Canada. We're the second largest in Canada and there's a whole slew of talent in terms of what we have and yet when we look at the involvement of the faculty in the Ph.D. program, it's much less than many smaller Faculties. One of the real challenges is how do we get commitment to our Ph.D. program such that we can have a viable quality program of which we can be proud?

Another of our challenges is the Diploma in Accountancy program and hopefully in December of this year we'll have results that will make us all proud and we'll continue forging ahead and building an Accounting program that we are extremely proud of.

The last challenge facing Graduate Studies is making sure that our EMBA program continues to be as successful as it is. Our EMBA program is, to use a cliche, the talk of the town. We have reached the stage where rumour has it that one headhunter said that you must have a Concordia EMBA to obtain a particular job. We're extremely proud of our EMBA. It's also one of the programs that's created most of the problems, or most of the speculation in the Faculty and hopefully what I am about to say will reduce some of that, because I've asked for an itemization of the expenses of the EMBA program so I could share it with you. When I got it, nothing surprised me really because I thought the breakdown of the expenses were quite reasonable given the nature of the program. At the same time I must apologize that I can't give you any dollar figures. Rumour has it, and there's some supporting evidence, that there are lots of universities in Canada snooping around Concordia to see what we do so they can build their own EMBA program. Certainly there have been professors from universities in Montreal who have been calling students in our current EMBA program to find out how it works. So I suppose what I'm doing is saying I don't want to run the risk of revealing what we spend on various aspects of the program, but at the same time I want to share some information with you.

Let me say that so far expenses have always exceeded revenues in our EMBA program, at the same time I'm saying that it's successful. Part of the problem with our EMBA program is that we pay rent for facilities. We no longer have free use of space and that takes up roughly 3% of our expenditures. In addition, the University lent us money last year to refurbish our classrooms. When the governments lend developing countries money, they often ask for repayment without interest but the University said, "No way! You pay interest as well", and that's 12% of our expenses – repayment of a loan from the University. Because of loans before, prior to this year, we also have to pay a deficit, meaning that we have to do some repayment, which takes up about 5%; an additional 5% of current expenses. What I'm suggesting to you is that roughly 20% of our expenses is going back to the University for rent, repayment of loan and interest and paying off an accumulated deficit. I don't know how many of you realize that the EMBA program donates each year $15,000 to our Case Competition and that also comes out of expenses. And then the part that people are most interested in: "Well Chris, what proportion goes to Academic stipends?" 20% goes to Academic stipends and roughly 16% goes to non–Academic or maybe I should put it the way I started off, 16% goes to support staff, 20% goes to non–support staff. So that roughly 64% goes to running the program outside of the salaries.

When the program started, it was counted as part of one's workload and I don't think that we should apologize for that. It was an important program, it was in a stage of gestation, we needed to get the commitment,

we needed people to buy into the program and we got people to buy into the program. I, fortunately or unfortunately, happen to teach in the program and to have your Saturdays and Sundays and many of your evenings broken up because you have meetings, because you have to meet students, is not an easy price to pay. All professors in our EMBA program give out their home telephone numbers so that students can call at any time. To get that kind of commitment, I don't believe this stipend was unnecessary. As of this year, however, given that the incubation stage has passed, everybody teaching in the EMBA program will be teaching over and above regular workloads. Incidentally, it's important to remember that when they were teaching as part of their workload, the EMBA program also reimbursed the Faculty for the additional part–time support that was needed.

Hopefully, I've given enough information that faculty realize that it's not some select group of people who seem to be drawing all the benefits. I hope that pretty soon our revenue will exceed our expenses in spite of the rent and in spite of the loan. The EMBA Committee, however, is coming to the realization that simply passing carrots out to faculty members is not the way to go. One suggestion was made that we should, every year, give X thousand dollars to each department to use as they wish. One alternative that has come up is that we would like people to do something to be reimbursed. Some of the ideas, and this is not cast in stone and it has not been officially formulated, it has not been formally discussed, is that faculty members may be invited to write cases and the EMBA program will reimburse their expenses. Cases that could be used in the EMBA program. Faculty members with specific expertise would be invited to give special lectures and be reimbursed. I think it's important to realize that in any one year you can't have more than 20 people involved in the program given the number of courses and we do have 110 full–time faculty.

Research – last year I started off my talk saying I'm upbeat, and I'm still upbeat. I really feel proud of our Faculty and I think you should be proud of our Faculty as well. I'm not saying that as a public relations gimmick, rather I speak from the depths of my being. I really feel proud, I bow my head to no one in Canada regarding the research activity of this Faculty. We are a research institution. The result can be shown by the kinds of things that we do. (People tend to look at inputs to measure research activity, but I believe that we should be looking at research output.) If we look at research output in the last five years, the trend line goes off the map. It is just a tremendous change. I remember when I first came to Concordia and happened to tell a few of my colleagues who did their Ph.D.'s with me that I was at Concordia, they laughed derisively, "What the hell are you doing at Concordia?" And when I call them now, I laugh derisively because I ask them why they are not at Concordia. If we look at inputs, in 1983 this faculty had about $77,000, a pot–pourri of little bits of money hanging around here and there. This year we have about half a million, and I suspect by the end of this year, it will be upwards of $600,000 in research money available to this faculty, not large relative to a place like HEC or McGill or University of Toronto, but tremendously large relative to where we were four years ago, or five years ago. At this point, I'd like to single out one department.

I don't often like to do that but I think it's important that we do it. The Decision Sciences Department has contributed a tremendous amount to our Faculty in terms of funding and we should be proud of the Decision Sciences Department for what they have contributed.

One of the things that is important for us to realize, I said this last year and I'll say it again this year, is that the more money we raise outside, the more money we have inside. All the Seed Grant money that we have available to us, is a result of our external activity, which is why we keep pushing external activity. In the last five years, the amount of internal money available for Seed Grants was about $55,000. In addition, the Transportation Centre generated for the University about $21,000. So that in terms of internal money available to the faculty, we have about $76,000 as a result of our external activity.

Our Working Paper Series is something that we get requests for day in and day out. Again, we should be proud of it. We have never yet been turned down for financial support. Every year in the last four years, we have asked for financial support and we have never been turned down. This year we received between five and six thousand dollars. Thanks to Alan Hochstein and Heather Gonthier, they have been binding the Working Papers for '83/'84, so there's a permanent record of Working Papers.

Our Visiting Speakers Series has its ups and downs, but certainly it is something that has become an institution in Montreal. We try to have it every Friday and it continues and we hope to continue supporting it. It's a program that makes a lot of sense. Our Ph.D. students have won prizes, one faculty member here, Jerry Rosenblatt, won a prize for his dissertation, another, Sandra Anvari, at Universite de Quebec a Montreal, also won a prize. What I am suggesting is that given the kind of activities that we are engaged in and kinds of rewards we receive, we should not be concerned about whether we are a research faculty. Faculty members have won various prizes. And one of the things I don't think that people realize, is how many times that our faculty has appeared in CJAS (Canadian Journal of Administrative Studies). That journal has published nine numbers and we are the only university in Canada, the only faculty in Canada, to have appeared in seven of those. I don't think that is something we should be ashamed about.

One of the big challenges that remain and will always remain is how to fully embed in the minds of faculty members that we are a university and that one of the things that distinguishes a university from a CEGEP is the fact that we do research. One of the reasons we teach 9 or 6 hours a week is that we are expected to do research. At the CEGEPS it is expected that you teach 18 hours a week. It's expected from each and every faculty member that they should be doing research, that's what a university is all about. Regardless of discipline or qualification, I believe that every professor should be engaged in some kind of research. We have tried to modify the way we reward and the way we operate to reflect this philosophy and hopefully the person who comes after me will continue in the same direction. But

that's a big challenge and I suspect it will never go away. I don't know of any university where every professor does research.

Also important is the need to provide better physical facilities for research. There's no point saying that we should be doing more research if we don't provide the atmosphere to do it. Computers obviously come to mind. Presumably Dean Appelbaum had mentioned something about this, but I certainly hold the view that sooner rather than later any faculty member should be able to walk into an office and find a chair, a desk and a micro–computer sitting in the office. It is as important as a calculator. Another challenge, we have to be more successful at grantsmanship. We must learn to tap other sources of funds, "other" meaning corporations and ministerial sources. I keep looking at statements from other universities that come my way and our traditional sources like SSHRC, NSERC and FCAR form about 50% of the sources for many universities. Somehow we have to come to grips with the problem of how do we get corporations involved in helping us do our research and how do we get ministries of government or any other kinds of institution involved in doing research and supporting that research?

The time has come, I believe, when we should look very carefully at what our research focus is. Somehow Concordia is too amorphous. When I say Concordia, I'm talking about the Faculty. One of the questions that is often asked is: What are we known for as a Faculty? And then we sit and we show CV's and we show publications and we show prizes that cover the gamut of every discipline. Some of it goes in, but it doesn't seem to stay. One of the challenges that we face in the future is that we must develop a reputation as being superb, the best in three or four areas in the country or maybe North America. We cannot continue saying "We do fantastic research but it's all over the map". I don't have a solution to that problem, I just believe that that is what we have to do. I don't know how it can be done.

The last challenge I believe we face is an important one, and I suspect controversial to some people. I believe that as a university we have to be responsive to our environment. I think we do lots of research, good research and we focus on important problems, but somehow we have to be closer linked to our environment, our immediate environment and the rest of the Canadian environment. We have to develop closer linkages with the people who support us without neglecting other areas. We face a problem because the immediate environment is francophone, but I think if we're going to survive as a research institution, if we're going to do research that people in Quebec and the rest of Canada deem to be important, we can no longer continue to do research that's not critical to our environment. In other words, I believe that right now, and I've said this over the last three or four years, if we took this Faculty and put it in the state of Texas, everybody could continue doing exactly what they were doing and it would make no difference. I would love to see the day come when we take this Faculty and we put it in the state of Texas and nobody knows what the hell to do, because the feel has disappeared. That's what I mean by linked to the environment and I see a negative shake of the head, but I'm saying this speech was not vetted. I'm giving you my personal opinion, I believe that if we're going to survive and

raise money and get money from corporations in Quebec, then we better start doing some things that solve their problems and not some corporation that exists in New York or that exists in Trinidad, for example. Thank you.

I. Devine

Associate Dean, Administrative Affairs

Good afternoon. In preparing for this year's address to the faculty on the areas that are the Associate Dean, Administrative Affairs' responsibilities, I went back to last year's address and reread what the hot topics had been for the Academic year 1986/87. At that time there was a lot of concern about deficits related to the academic materials fee and we spoke about anticipated major upcoming summer moves in the GM Building for most of the academic departments and some of the programs. Time moves on and this afternoon I want to focus on the academic year 1987/88, specifically in relation to four areas. They are: Budget, Space and Facilities, Support Staff and Faculty Information Systems. The Faculty's overall budget includes Faculty salaries (full–time, limited appointments, part–time instructors). It includes support staff salaries, professional salaries and part–time office salaries. As well as the overall budget, we have an operating budget for supplies and photocopying, for recruitment and travel, for all telephone charges, for small equipment charges, for professional development and on and on. The operating budget is a very small part of the overall faculty budget. Eight years ago, our overall budget was 6 million dollars. In 1987/88, it was 10 million 400 thousand, which is a 60% increase over an 8–year period. For the coming academic year, 1988/89, the budget is 10 million 676 thousand dollars, an increase of $276,000 or a 13.6% increase over last year. The additional money, however, is designated for new programs and support, specifically for limited term appointments and part–time instructors for the new Business Communication course. Our operating budget has a very small increase, about $20,000 in the coming year. Of the four University faculties, we've been given the lowest increase for 1988/89 and this is based on research activities. They've had higher research activities and therefore need more support for these activities. Besides our overall budget, we're also allocated yearly a sum of money that comes from the University capital budget. That money usually is used for renovations, furniture, equipment and upkeep of existing facilities. In 1987/88 we were allocated the sum of $41,000. I looked over what this money has been used for in the past year. Basically it was spent on miscellaneous needs for Faculty, such as garbage baskets, bulletin boards, small tables for classrooms, bookcases, filing cabinets, reupholstering armchairs, desk lamps. Because of the moves in the GM Building this past year, we bought furniture for new faculty offices and we furnished new conference rooms. In addition we bought computer equipment for support staff where it was needed; for the Loyola Computer Lab as well, some printer tables and maternity apron for support staff using PC's. The money was quickly spent on needed purchases. In fact, last week we reconciled our capital budget and found a few hundred dollars that had not been spent, and some of you have recently received

letters advising you that your long awaited table or filing cabinet or blackboard was finally being ordered. We've not yet been told what our allotment for 1988/89 will be, but we do know that we are going to be using a major portion on it for new Ph.D. space, new Ph.D. furniture that's needed, and for general equipment for new offices. So basically that's what's been happening with budget the past year and that's what's ahead in the year to come.

Let's move to support staff. 1987/88 has been a hard year for the faculty. We've experienced the complete range of life cycle events, from new hires, temporary replacements, pregnancies, births, illnesses, retirement and death. Budgets are presently operating with deficits as units keep hiring part–time assistants to meet the growing workload demands. Because of our limited financial resources and to meet the demands of the increasing workload on the Sir George Campus, we are presently reorganizing existing support staff positions on the Loyola Campus in order to open some new positions downtown. CASS is sufficiently meeting an ever–growing workload as well. They're replacing one of their MICOM systems with 2 PCs to meet the demands for work that is being asked for in WordPerfect. The CASS Procedures Handbook was distributed in Fall 1987 and we thank those who expressed their appreciation and shared their comments with Laurie St. John, Coordinator.

Faculty Information Systems too, has experienced changes this past year. David Bjorndahl, our Faculty's Data Processing Officer replaced Tony Chrumka last January. Tony had replaced Frank Vodopivec last June. Peter Wade, Director of FIS, will be on sabbatical as of June 1. Ali Farhoomand will replace Peter Wade as Director for a 2–year period. Tammy Halpern was engaged part–time this past year to provide assistance in the use of WordPerfect. Tammy conducted a survey on the needs of staff, provided seminars for staff to standardize their work and to try to get everyone to the same level of proficiency. This project is now nearing completion and the number of requests for WordPerfect assistance has greatly decreased. A document, "Helpful Hints for WordPerfect" was prepared and distributed as well. In the Dean's office we've moved to a Faculty commitment accounting system and FIS provided assistance to the Budget staff in the Dean's office in setting up the system. A LaserJet printer was purchased for the Micro Computer Facilities in the Cloran Building. Right now, research on the electronic mail system is continuing and a guide is being prepared to facilitate Micro Computer access.

Last year at this time I talked about upcoming moves in the GM Building as the Faculty had acquired space on the fourth floor. Renovations were completed by early Fall and the anticipated moves on the second, third, fourth and sixth floors took place efficiently under the able coordination and supervision of Linda Longtin, Budget and Facilities Officer. This year we again anticipate space reallocations in the GM Building as we try to accommodate twelve new Ph.D. students and an MBA program quickly outgrowing its existing space. We've requested a move to the fourth floor, CCMS space for the Dean's office. Hopefully if this is approved, it will free up space on the fifth floor for first year Ph.D. students, Faculty Centers and the DIA program. We presently are awaiting final approval from the Vice–Rector's office. If approved, renovations and moves will take place during the summer.

Last summer the Cloran Building was painted and plans for this summer include the Hackett Building being painted along the same lines as what's been done in the Cloran Building. As well, bathrooms at the Loyola facility will be done; specifically, sinks are to be reglazed and whatever else is deemed appropriate to upgrade these facilities. We've had a busy year, and in closing, I'd like to thank everyone for their support and understanding in our commitment to serve the faculty. We look forward to 1988/89 and wish you all a good Summer. Thank you.

R.O. Wills

Associate Dean, Academic and Student Affairs

The state of affairs in the undergraduate programs of this Faculty, I'm pleased to report, is extremely good. I don't think that this should come as a surprise to any of you since under the capable hands of Professors Rahman and Wills, this is to be expected.

Now, I want to start by talking in terms of quotas. Some of you who have recently been in my office have showed some anxiety as to whether or not you should be looking for new jobs because you've been hearing for years that there will be a decline in the anglophone university enrollment. We have been saying this at Concordia for the last ten years and it hasn't occurred yet. However, all indications are that it is about to happen. Dawson, in the last two years, experienced approximately a drop of about 700 in their enrollment. So the implications for Concordia and for McGill is that it will hit us very soon. However, on the more positive side it does not affect the demand for the Faculty of Commerce and Administration. There is still a heavy demand for this area across North America and my subjective belief is that so long as we stay a corporate type of society there will always be a demand for our product. Consequently, those of you who carry mortgages and send your kids to private schools will still be able to do so. However, we have detected a slight problem. One of our Chairmen, about a year and a half ago, and I won't mention his name, but it's the fat one, questioned the quality of students who were coming into the first year program. The Admissions Office, in an effort to meet our quotas utilizes a cut–off point which admits some students with a lower GPA. We are now faced with a decision as to whether we want quantity or quality, and being academics I'm sure we will tend towards the side of quality. We are also tightening up on our readmission policies and at this point I'd like to make a request of you since I have a captive audience. Normally students who are in the conditional or probational period must see an advisor. In true democratic fashion we insisted in the first year of implementation that this duty was to be performed by the Deans, Associate Deans, and the Chairmen. However, this year some Chairmen and some Deans will be away for a short period of time and we were asking for volunteers to replace them for three days. You will not be given course remissions but I will see that your offices are heated and that coffee is available to you during the year. We would really

appreciate having a few volunteers to help us in advising these students who may be having some academic problems.

Now I want to address a few issues before I turn the floor over to Abdul. We've made a significant impact in reducing the number of cheating cases handled by the Faculty. We feel that this is due to the fact that we have put into the course outlines a statement apprising students about the cheating regulations. This has had an impact although some departments were against this. On a second issue, the Faculty of Commerce was prepared to put into effect a system of telephone registration. However, the other faculties were not and even though Maureen Stacey put in an enormous amount of work in this area, and everything was set for us, at the last minute it was decided that they were not going to take the risk of putting up the funding money available for the machines for just one Faculty, so we've been asked to delay it. Hopefully, Arts and Science and Engineering will be prepared to go with it next year, otherwise we will again make a request to go with it on our own. And I know that you all welcome this since you don't particularly like being registering officers at the registration process. Now regardless of whether this goes or not, we're going to streamline the registration process next year and I've had a recommendation from Maureen Stacey, which I think I will put in effect, which will require fewer registering officers at the registration process.

The most significant change I would say at the undergraduate level has occurred at the level of the Curriculum Committees. This year the Curriculum Committee has approved the minor in Transportation, approved some minor changes in the Finance area, minor changes in the Accountancy area and there will be major changes which have already been approved at the Academic Programs Committee but will be submitted to Faculty Council tomorrow for consideration. However, we started a new format this year. We struck a Sub—Committee of the Curriculum Committee to deal with the directives from Faculty Council; that is, that we implement into the core more computer applications, small business and entrepreneurship and internationalization of the core curriculum. It is no longer a question of paying lip service to the recommendations. We actually summoned all the coordinators of these courses and formed them into a Committee that answers to the Curriculum Committee and their first mandate was to implement these changes. The first meeting was a total disaster. We spent the whole time trying to get the idea across to forget about your departments and forget the fact that you are tenured here. We've got to get the students and work toward an end product having some knowledge in these areas. This is the directive of Faculty Council so let's think as a team. I am happy to announce that by the fourth meeting, something had happened that had I never seen at this University before. Departments actually started dialoguing with each other and it was very gratifying for me to see some real advances being made in this area. As an example, the Finance Department in its Finance 214 and 315 courses have introduced computer applications in the course outlines. In Management 340, the coordinator there is thinking in terms of developing an interactive case that will use computer applications. We have taken a stab at the area of small business entrepreneurship. We invited Professor Dhawan who is the

expert in International Business to address the Committee as to how best we can internationalize the core which is the big dominant factor now at all of the business schools in North America and if we are, in the future, to be accredited, this has to be done. This Committee will be involved in an ongoing process and we will start in September to move forward in these areas, though we've made tremendous progress in this area to date. What I'm hoping is that we'll see a bit more cooperation between the departments. As an example of what I'd like to see, Professors Dauderis and Farhoomand will try an experiment this year whereby, in the Accountancy course and the Decision Sciences course, they'll be using a class of the same students to attack a single case from two different approaches and I think that's a good sign. I hope to see a lot more of this as we go on with our new curriculum.

Well, I have no more to say. I didn't intend to speak this long and those of you who wish to applaud may now start as I go back to my seat and my counterpart will now take over.

A. Rahman

Associate Dean, Academic Affairs

Ladies and Gentlemen: This being the end of my first year on the job, I would like to thank all the faculty and staff for their generous support, especially Mrs. Pat Harries and Mrs. Carol Walker. At this point, I would like to announce that, effective June 1, Mrs. Harries will be replacing Mrs. Walker, who will take an early retirement, and Mrs. Toni Anselmi will be replacing Mrs. Harries as secretary to the Associate Dean at Loyola.

I want to just talk about two projects: the creation of the Dean's Honour List and the establishment of the Distinguished Teaching Award. You may recall that we have a minimum GPA requirement that is used as a screening vehicle for good standing. But we agreed at Lacolle that we should also have some mechanism to recognize outstanding academic performance. We are pleased to announce that Faculty Council unanimously passed the following resolution: Students who have a GPA of at least 3.75 over 24 credits will be admitted to the Dean's Honour List. This year, 19 students have been so admitted.

The second project is the Distinguished Teaching Award. This is an effort by the Faculty to recognize teaching excellence. The ground rules have now been set and approved by Faculty Council. Several people worked very hard to bring this project to a workable and acceptable state. On your behalf, I would like to thank the following individuals: Profs. Bergier, Dyer, Kanaan and Satir of the Ad Hoc Committee and Profs. English, Porterfield, Sharma and Smith and student representatives, Monica Kaufman, Louisa Karadash and Lorne Hubner of the Evaluation Committee. Very shortly, a winner will

be announced and a presentation will be made at Convocation by the valedictorian.

So I think that there are some very important things going on. New initiatives are planned for next year regarding quota setting, admission requirements, etc., and I hope by next year we'll be able to report on some very important developments which would further promote the undergraduate program.

FACULTY ACTIVITIES

V.V. BABA, Associate Professor, Department of Management

Publications

"Work Alienation and Mental Health: A Comparative Study of Nigeria, Pakistan and Trinidad", International Journal of Management, 5, 2, 1988, pp. 143–150, (with M. Jamal).

Proceedings

"Stress and Absence: A Cross–cultural Study". Proceedings, International Personnel and Human Resources Management Conference, Singapore, 1987.

Conferences

"Stress and Turnover Among Nurses: An Empirical Study", A.S.A.C. Conference, Halifax, N.S., 1988 (with Y. Fang).

"Prediction of Absence: A Comparison of Ordinary Least Square and Tobit Models of Regression", Forty–Ninth Annual Convention of the Canadian Psychological Association, Montreal, Quebec, 1988.

"Central Life Interests and Job Involvement: A Cross–Cultural Perspective from the Developing World", First International Conference on Work Values, Budapest, Hungary, 1988.

Other Activities

V.V. Baba has assumed the post of Division Chairman for Organizational Behaviour at the Administrative Sciences Association of Canada for 1988–89.

V.V. Baba has been appointed Associate Dean at the Division of Graduate Studies for the period 1988–90.

S.C. BEINER, Lecturer, Department of Accountancy

Publication

"The Performance Evaluation in Responsibility Accounting" published in WuHan Accounting Journal, People's Republic of China, No. 4, April 1988, pp. 45–46.

Professional Appointment

Member of National Task Force of the Accreditation Examination Board of the Society of Management Accountants of Canada for the period July 1, 1988 to June 30, 1990.

J.–M. BOURJOLLY, Assistant Professor, Department of Decision Sciences and Management Information Systems

Publication

"An Extension of the Konig–Egervary Property to Node–weighted Bidirected Graphs", Mathematical Programming, 41, 1988, pp. 375–384.

Conference Presentations

"An Extension of the Konig–Egervary Graphs to Node–weighted Bidirected Graphs".

Presented at the ORSA/TIMS meeting, Washington, D.C., April, 1988.

Presented at the Fourth SIAM Conference on Discrete Mathematics, San Francisco, CA., June 1988.

"Konig–Egervary Graphs, 2–Bicritical Graphs, and Fractional Matchings", (co–author: W.R. Pulleyblank)

Presented at the EURO IX TIMS XXVIII International Conference on Operational Research, Management Science and New Technologies, Paris, France, July 1988.

Presented at the 13th Symposium on Mathematical Programming, Tokyo, Japan, August 1988.

A.I. BRODT, Associate Professor, Department of Finance

Publications

"Optimal Bank Asset and Liability Management with Financial Futures", The Journal of Futures Markets, Vol 8, No. 4, August 1988, pp. 457–481.

"Controlling Interest Rate Risk in Bank Asset and Liability Management", Corporate Structure, Finance and Operations, Vol. 5, Lazar Sarna (Ed.), Carswell, Toronto, 1988, pp. 141–157.

Presentations

"Management of Foreign Exchange Risk and International Cash Management: A Multi–Period Portfolio Approach". Presented at the Conference on Research in International Finance, Centre HEC–ISA, Jouy–en–Josas, France, June 1986.

"Optimal Bank Asset and Liability Management with Financial Futures". Presented at the International Conference on Financial Market Developments and Reforms: Research in New Financial Instruments and Their Use in Financial Risk Management, Centre HEC–ISA, Jouy–en–Josas, France, June 1988.

A.F. FARHOOMAND, Assistant Professor, Department of Decision Sciences and Management Information Systems

Books

Personal Computing in Business, Ginn Press, Simon & Shuster Higher Education Publishing Group, 1988 (with Pierre Balthazard and Dennis Kira).

Cases in Management Information Systems, West Publishing Company, 1989 (in press).

Cases in Management Information Systems – Instructor's Manual, West Publishing Company, 1989 (in press).

Publications

"Factors Influencing the Growth of the MIS Department", Journal of Information Systems Management, Spring 1988 (with Michael Gatehouse).

"Computer Security Management: A Survey of the Fortune 500", Datamation (forthcoming, November 1988) (with Michael Murphy).

Conference Presentation

"The Impact of End User Computing on Information Systems Backlog", Annual Meeting of Decision Sciences Institute, Las Vegas, November 1988 (with Richard Chicoine and Dennis Kira).

KELLY F. GHEYARA, Associate Professor, Department of Accountancy

Publications

"The Impact on Student Performance of Using Computer Augmented Instructional Strategies in Selected Topics from Accounting Principles", Proceedings: Canadian Academic Accounting Association Conference, Windsor, May 1988 (with Paul V. Dunmore).

"Division Rules for the Settling of Estates", Proceedings: ASAC Conference, Halifax, June 1988 (with G. Pederzoli). **Honourable Mention.**

"Solutions Concepts and Stability Conditions for Game Theoretic Environment Problems", Proceedings: ASAC Conference, Halifax, June 1988 (with G. Pederzoli).

"A Proposal for Doctorate in Management of Advanced Technology: A Strategic Approach", Proceedings: ASAC Conference, Halifax, June 1988 (with G. Kanaan and F. Simyar).

KELLY F. GHEYARA (continued)

Presentations

"Changing Prices, Firm Profitability and Common Stock Returns: A Canadian Experiment", 1988 European Accounting Association, Nice, May 1988 (with George K. Kanaan).

Honours

1988–89 Honourable Mention, ASAC Conference, Halifax, June 1988.

Other Activities

1988–89 Session Chairman, ASAC Conference, Halifax, (June 1988).

Ad Hoc Referee, Journal of Business Finance and Accounting

ALAN HOCHSTEIN, Associate Professor, Department of Finance

Publication

"Estimating the Effect of Ethnicity on the Demand for Food: A Micro–Economic Perspective". Accepted for publication in the Journal of International Food and Agribusiness Marketing (forthcoming). This paper, co–authored with Prof. J.A. Rosenblatt, was presented at the ASAC Conference in Halifax, Nova Scotia, June 5–7, 1988 and received the **"Honourable Mention Award".**

A. JOY, Assistant Professor, Department of Marketing

Awards and Honours

SSHRC, 1988 (with Professor M. Laroche).

Secretary of State / Black Studies Centre (with Professor C. Bayne and T.J. Tomberlin). Project: "Data Base Development for the English Speaking Black Community in Montreal".

Publications

"Gender, Social Structure and the Marketing Process: Implications for Development", in Littlefield J. (ed.) Proceedings of the Second International Conference on Marketing and Development, Budapest, Hungary.

"Ethnicity in Canada: Social Accommodation and Cultural Persistence Among the Sikhs and the Portuguese", New York: AMS Press, Inc., 250 pp. (in press).

A. JOY (continued)

"Marketing and Culture: An Epistemological Critique", in A. Walle (ed.), Proceedings of the 1988 American Marketing Association's Winter Educators Conference, Chicago: Illinois.

"The Choice of Needs and the Needs of Choice", in A. Walle (ed.), Proceedings of the 1988 American Marketing Association Winter Educators Conference, Chicago: Illinois (with N. Dholakia and N. McIntyre).

Other Activities

Ad Hoc Reviewer, Journal of Consumer Research

Ad Hoc Reviewer, Thirteenth Annual Macromarketing Conference

M.R. KAPOOR, Associate Professor, Department of Accountancy

Publications

"Accounting for the Effects of Changing Prices: A Canada – U.S. Comparison", CGA Magazine, June 1988.

Conference Presentations

"C.A. Candidates: Their Attributes and Performance". Presented at the Annual Conference of the Canadian Academic Accounting Association, Windsor, Ontario, June 1988.

V.H. KIRPALANI, Professor, Department of Marketing

Publications

"Role of Headquarters Control by Multinationals on International Advertising Decisions", International Journal of Advertising, forthcoming 1988, accepted for publication (with M. Laroche and R. Darmon).

"Canadian–Italians: Do they Constitute a Market Segment(s)?", Proceedings of Conference on Societies in Transition: Italians and Italo–Canadians in the Eighties, held at U.Q.A.M., Montreal, June 9–11, 1988, to be published in Rome, Italy: Centro Italiano Di Formazione Europea.

"Classy Formal Wear", Case in Philip Kotler and Ronald Turner, Marketing Management: Analysis, Planning and Control, Canadian 6th edition, Prentice–Hall of Canada Ltd., forthcoming Spring 1989 (with R. Simpkins).

V.H. KIRPALANI (continued)

Teaching Notes to accompany "Classy Formal Wear", Case in Philip Kotler and Ronald Turner, Marketing Management: Analysis, Planning and Control, Canadian 6th edition, Prentice–Hall of Canada Ltd., forthcoming Spring 1989 (with R. Simpkins).

"Laskers Food Limited", Case in E. Jerome McCarthy, Stanley J. Shapiro and William D. Perreault Jr., Basic Marketing, Canadian 5th edition, Homewood Illinois: Irwin, forthcoming 1989.

M. LAROCHE, Professor, Department of Marketing

Publications

"Consumer Product Label Information Processing: An Experiment Involving Time Pressure and Distraction", Journal of Economic Psychology, Vol. 9, No. 2, June 1988, pp. 195–214 (co–authored with Lise Heroux and Lee McGown).

"Role of Headquarter Control by Multinationals on International Advertising Decisions", International Journal of Advertising, Vol. 7, No. 4, 1988, forthcoming (co–authored with V.H. Kirpalani and R.Y. Darmon).

Consumer Behaviour in Canada: Concepts and Managerial Action, Toronto: Nelson Canada, 1989, forthcoming, about 600 pages (co–authored with Gurprit S. Kindra and Thomas E. Muller). This book and the following one were developed thanks to a two–year grant of the Secretary of State under the Canadian Studies Programme.

Instructor's Manual to Accompany Consumer Behaviour in Canada: Concepts and Managerial Action, Toronto: Nelson Canada, 1989, forthcoming, about 500 pages. (Co–authored with Gurprit S. Kindra and Thomas E. Muller.)

Marketing Research in Canada, Toronto: Gage Publications, 1989, forthcoming, about 600 pages. (Co–authored with Rene Y. Darmon and K. Lee McGown.)

Instructor's Manual to Accompany Marketing Research in Canada, Toronto: Gage Publications, 1989, forthcoming, about 500 pages. (Co–authored with Rene Y. Darmon and K. Lee KcGown.)

"An Empirical Study of the Effects of Ethnicity on Consumption Patterns in a Bi–Cultural Environment", Working Paper #88–028, Concordia University, 1988. (Co–authored with Chankon Kim.)

"Ethnicity and Life–Style in a Bi–Cultural Environment: An Empirical Study", Working Paper #88–027, Concordia University, 1988. (Co–authored with Chankon Kim.)

M. LAROCHE (continued)

Other Activities

National Coordinator and Member of the Executive Committee of the European Marketing Academy.

Reviewer for the **Canadian Journal of Administrative Sciences**, the Public Policy Track of the 1988 AMA Educators' Conference.

Member of the research grant committee #6 of the 1988–89 FCAR programme.

External Examiner for promotion to Full Professor at the University of Guelph and the Universite du Quebec a Montreal.

Guest Speaker in the Fourth Research Seminar of the Marketing Chair John Labatt, October 14: "Recherche sur le processus de selection d'une banque"; and in the Laval Doctoral Seminar, October 17: "Un modele partiel de concurrence entre les marques d'une meme categorie de produits".

R. McTAVISH, Professor and Chair, Department of Marketing

Publications

"Implementing Marketing Strategy", Management Decision, Vol. 26, Fall 1988 (in press).

"Commercial Banking in Canada: A Study of the Selection Criteria and Service Expectations of Corporate Treasurers", International Journal of Bank Marketing, (with J. Rosenblatt, A. Hochstein and M. Sheehan), in press.

"Enhancing Marketing's Technological Competence: A Key Long–Range Planning Task", Journal of Business and Industrial Marketing, (with J. Wacker), in press.

Conferences

"Commercial Bank Marketing", in Marketing of Financial Services, Proceedings, The John–Labatt Marketing Chair Conference, Montreal, Canada, April 8, 1987.

"Technological Competence, Technological Aversion and Strategic Marketing/ Manufacturing Competitiveness", Proceedings, International Conference on Comparative Management, Taipei, Taiwan, May 12–14, 1988, (with C. Ross).

"A Comparison of the Technology Transfer Policies of Hong Kong, Taiwan, Singapore, and South Korea", APROS (Australian and Pacific Researchers in Organization Studies), Hong Kong University, Hong Kong, May 1988 (invited paper), (with J. Taylor and M. Albert).

R. McTAVISH (continued)

"Government Stimulation of Technological Innovation in South East Asia – A Western Perspective", Proceedings, 1988 Academy of International Business South East Asia Regional Conference, Human Resources Institute, Thammasat University, Bangkok, June 23–25, 1988 (with M. Albert and J. Taylor).

"Manufacturing Management in Asia: A Comparison of the Technological Base with Western Countries", Proceedings, 1988 Academy of International Business South East Asia Regional Conference, Human Resources Institute, Thammasat University, Bangkok, June 23–25, 1988 (with J. Wacker).

Session Chair at undernoted conferences:

Hong Kong Institute of Marketing Conference, Hong Kong, Nov. 17, 1987.

Pan Pacific V Conference, Singapore, May 16–18, 1988.

International Conference on Comparative Management, Taiwan, May 12–14, 1988.

Working Papers

"Commercial Banking in Canada: A Study of the Selection Criteria and Service Expectations of the Corporate Treasurers", Concordia University Working Paper #88–019, (with J. Rosenblatt, A. Hochstein and M. Sheehan).

Company Reports and Presentations

"Contemporary Issues in Bank Sales Management", Executive Seminar sponsored by Concordia University to Royal Bank of Canada, July 23–24, 1987 (with M. Laroche and J. Rosenblatt).

"Commercial Bank Marketing", seminar delivered to bank executives sponsored by the Institute of Canadian Bankers, Queen's University, Kingston, Canada, August 17–22, 1987 (with J. Perrien).

Other Activities

Keynote address to Hong Kong Institute of Marketing, (Conference "Marketing into the Future", Lingnam College, Hong Kong, Nov. 17, 1987).

Guest Speaker to the Faculty of Business, University of East Asia, Macau, Dec. 3, 1987.

Participant in International Seminar Series on Japanese Management, Chinese University of Hong Kong in collaboration with Asia University, Japan; Hong Kong, Oct. 29, 1987.

G. PEDERZOLI, Professor, Department of Decision Sciences and Management Information Systems

Books

Eiselt, H.A. and Pederzoli, G. (eds.), Advances in Optimization and Control, Lecture Notes in Economics and Mathematical Systems, No. 302, Springer–Verlag, Heidelberg, 1988, 372 pages.

Gambarelli, G. and Pederzoli, G., Metodi Di Decisione, Lecture Notes, University of Trento, 1988, 325 pages.

Refereed Journal Publications

"Optimal Sizes of Facilities on a Linear Market", Math. and Comp. Modelling, 1988, to appear, (with H.A. Eiselt and G. Laporte).

"Sequencing Games", European Journal of Operational Research, 1988, to appear, (with I.J. Curiel and S.H. Tijs).

"Some Common Structures of Distribution Problems in Geometric Probabilities and Multivariate Statistical Analysis", Math. and Manag. Sciences, 1988, to appear, (with A.M. Mathai).

"Balanced and Nonbalanced LP Games", Control and Cybernetics, 1988, to appear, (with I.J. Curiel and S.H. Tijs).

Other Refereed Publications

"Division Rules for the Settling of Estates", Proceedings ASAC, Vol. 9, Part 2, Halifax, 1988, pp. 12–21, (with K.F. Gheyara).

"Reward Allocations in Production Systems", Advances in Optimization and Control, Lecture Notes No. 302, pp. 186–199, 1988 (with I.J. Curiel and S.H. Tijs).

"Solution Concepts and Stability Conditions for Game Theoretic Environment Problems", Proceedings ASAC, Vol. 9, Part 10, Halifax, 1988, pp. 21–35, (with K.F. Gheyara).

A. RAHMAN, Associate Professor, Department of Finance

Publications

"Stock Returns, Inflation and Real Activity in Canada", Canadian Journal of Economics, 1988, forthcoming, (with Dr. Barry Cozier).

A. RAHMAN (continued)

Refereed Conferences

"Asymmetric Bargaining Power, Owner–Occupied Housing and Size Effects", Financial Management Association, 1988 Annual Meeting, October 19–22, New Orleans, LA., U.S.A., (with Dr. D. Gandhi).

"Inflation Uncertainty and Real Estate Returns: A Test of the Hedge Demand Hypothesis", ASAC, 1988 Conference, Halifax, Canada, (with Dr. D. Gandhi).

"An Econometric Model for Land Valuation", International Association of Assessing Officers, 1988 Meeting, November, Barcelona and Seville, Spain, (with Dr. D. Gandhi).

C.A. ROSS, Associate Professor, Department of Marketing

Publications

"West to East Transference of Marketing Technology: A Marketing Education Perspective" presented at the International Conference on Comparative Management, Taipei, Taiwan ROC, May 12–14, 1988.

"Exporters and Non–Exporters of Manufactured Products: The Case of Jamaica", Proceedings of the Second International Conference on Marketing and Development, Budapest, Hungary, July 10–13, 1988.

"Marketing: Perspectives from the Third World", Journal of Global Marketing, Vol. 1, No. 1 & 2), Fall/Winter 1988, (with Ron McTavish).

FARHAD SIMYAR, Professor and Chair, Department of Accountancy

Refereed Journals

"Invisible Wall of Trade with China: The Financial and Accounting Barriers to Multinational Trade", International Journal of Trade, Loredo, Texas, forthcoming, (with Kemal Argheyd).

"Joint Ventures in the Peoples' Republic of China", Journal of International Accounting Education and Research, special issue on South East Asia, University of Illinois, Urbana–Champagne, March 1988.

Books

Simyar, Farhad and Joseph Lloyd–Jones, Strategic Management in the Health Care Sector: Towards the Year 2000, Prentice–Hall, Englewood Cliffs, New Jersey, April 1988, 245 pages.

FARHAD SIMYAR (continued)

Simyar, Farhad and Daniel Zeghal, (eds.), The Search for Quality of Financial Statements, Society of Management Accountants of Ontario, Hamilton, Ontario, November 1987, 126 pages.

Chapters in Books

"The Winners and Losers of Oil Price Roller Coaster", U.S.–Mexican Economic Relations: Prospects and Problems, (K. Fatemi, editor), Praeger Publishing Col, New York, August, 1988, pp. 187–201.

Book Review

Schatan, Jacobo, World Debt; Who is to Pay?, Zed Books Ltd., New Jersey, 1987, 126 pages, International Journal of Trade, (forthcoming), (with G. Kanaan).

Conference Presentations and Proceedings

"Teaching Conceptual Framework Issues in Accounting: A Legalistic Approach", Proceedings of the American Accounting Association, midwest regional conference, St. Louis, April 1988, (with Bruce LaRochelle).

"Power and Authority Relationships: Implications for Standard Setting in the Canadian Public Sectors", Proceedings of the Canadian Academic Accounting Association, annual conference, Windsor, Ontario, June 1988, (with Bruce LaRochelle).

"Establishing Success Criterion for Performance Measurement and Evaluation of High–Technology Entrepreneurial Firms: A Canadian Study", Proceedings of the European Accounting Association, annual conference, Nice, France, April 25–30, 1988, (with Jerome Doutriaux and Vivienne Livick).

"Export Strategy and Success of High–Tech Entrepreneurial Firms", Proceedings, Administrative Science Association of Canada, Policy Division, St. Mary's University, Halifax, Nova Scotia, June 4–7, 1988, (with Jerome Doutriaux).

"Characteristics of Founders and the Growth Patterns of Entrepreneurial High–Tech Canadian Manufacturing Firms", Conference on Small High–Tech Firms in Small Countries, European Institute for Advanced Studies in Management, Brussels, June 27–29, 1988, (with Jerome Doutriaux and Kemal Argheyd).

"A Proposal for Doctorate Program in Management of Advanced Technology: A Strategic Approach", Proceedings, Administrative Science Association of Canada, Management Education and Development Division, St. Mary's University, Halifax, Nova Scotia, June 4–7, 1988, (with George Kanaan and Kelly Gheyara).

FARHAD SIMYAR (continued)

Grants From Professional Organizations

Conference grant for $7000 from Certified General Accountants (CGA) Quebec.

Conference Grant for $6000 from Certified Management Accountants (CMA) Quebec.

Conference Grant (approximately $3000) from Arthur Anderson and Cie., Montreal.

Other Activities

Invited reviewer and one of the two judges for the best paper award nominees at the Canadian Academic Accounting Association, Annual Conference, June, 1988, Windsor, Ontario.

Reviewer for ASAC Conference, Management Education and Development Division, June 1988, Halifax, Nova Scotia.

Reviewer for ASAC Conference, Policy Division, June 1988, Halifax, Nova Scotia.

Reviewer for ASAC Conference, International Business Division, June 1988, Halifax, Nova Scotia.

Discussant at ASAC Conference, Management Education and Development Division, June 1988, Halifax, Nova Scotia.

Discussant at ASAC Conference, International Business Division, June 1988, Halifax, Nova Scotia.

Invited Chairperson and Moderator for session on "Foreign Currency Risk Management", Society of Management Accountants of Canada, 1988 National Conference, July 7, 1988, Montreal, Quebec.

L. SWITZER, Associate Professor, Finance Department

Publications

"The Effects of a Canada–U.S. Bilateral Free Trade Agreement on the Canadian Minerals Industry, Applied Economics, forthcoming, (with J. Redstone).

"Adaptation to Technological Changes", in L. Sarna (ed.), Corporate Structure Finance and Operations, Vol. 5, Toronto: Carswell Co. Ltd, 1988, pp. 1–25.

"The Canadian Branch Banking System: Cost and Marketing Implications", International Journal of Bank Marketing, forthcoming, (with D. Gandhi).

L. SWITZER (continued)

Conference Proceedings

"Market Structure and the Stock Market's Valuation of the R & D Programs of U.S. Firms", delivered at the Annual Meetings of the European Finance Association, Istanbul, Turkey, Sept. 1–3, 1988, (with J. Doukas).

"Economies of Scale in Branch Banking: Evidence from Canada", to be delivered at the Annual Meetings of the European Economics Association, Bologna, Italy, Aug. 27–29, 1988.

Discussant, European Finance Association meetings, Sept. 2, 1988, "Changes in the Factors Associated with the Floatation of Small Firms".

PROGRAM ACTIVITIES

INTERNATIONAL BUSINESS PROGRAM

For additional information regarding the IBUS Program, please contact the telephone numbers listed at the end of this summary.

Peter Glasheen Memorial Scholarship in International Business

This year's recipient of the Peter Glasheen Memorial Scholarship was awarded to Claudia Bialosh, a final year International Business Major. Claudia proved to be most deserving with a GPA score of 3.76 which may be equated to an A^{-} average.

Proposal for Concordia International Business Centre

The International Business Committee is now in the process of finalizing a proposal to be submitted to the University for the creation of the Concordia International Business Centre. The purpose of the centre will be to meet the educational challenges offered by the globalization of Canadian business and will be built upon the strengths of the Faculty of Commerce and Administration, and other faculties which could provide resources in economics and politics, culture, social sciences, languages and area studies. The centre will give the International Business Program its own structural identity and allow it to direct and coordinate such activities as curriculum, executive programs and seminars, engage in research projects and exchange programs. The centre will also serve as a resource for researchers and the business community.

Forthcoming International Business Meetings

1) Academy of International Business Annual Meeting – San Diego, California, October 20–23, 1988.

2) Business Association of Latin American Studies – Boca Raton, Florida, February 15–18, 1989.

3) Association of Japanese Business Studies – San Francisco, California, January 6–7, 1989.

4) International Marketing Congress (IMM) – New Delhi, India, January 4–7, 1989.

5) International Society for International Education, Training and Research (SIETAR International) – Boston, Massachusetts, May 25–29, 1989.

6) XVIII Annual Conference of the European Marketing Academy– Athens, Greece, April 18–21, 1989.

7) 4th Bi–Annual World Marketing Congress – Singapore, July 16–19, 1989.

Mary Genova, Secretary
IBUS Program
Tel: 848–2941

Dr. K.C. Dhawan
IBUS Program
Tel: 848–2943

DIPLOMA IN ACCOUNTANCY PROGRAM

The 1988/89 academic year will be a busy one for the Diploma in Accountancy Program. We will continue with the modifications and changes which were started during the Summer term.

Our curriculum revisions place emphasis on preparing students for the Uniform Final Examinations as a career in Chartered Accountancy. We will concentrate on providing students with progressive course materials, lecture notes and effective study tools.

In addition to revisions to our courses, a major structural change was made in this year's Summer School. The Summer School was previously offered as an intensive three week course in August. The structure this year switched the focus of the School from a "capstone" of intensive study, to a course integrated throughout the student's Summer program of study. This involved scheduling seminars in the months of May through August. We also provided students with weekly tutorial sessions where they received guidance on how to approach and write the UFE's, as they progressed in their studies. The small class size of each tutorial group provided personal feedback and encouraged active participation.

The approach that we followed was to provide students with earlier guidance on their study and exam writing skills. The response from students was favourable and encouraging for the future.

Our goal is to ensure a quality program is presented to the students and the Chartered Accountancy profession.

G. Lowenfeld
Academic Director
Diploma in Accountancy
Program

Mirta Romaniak
Acting Administrative
Director
Diploma in Accountancy
Program

M.B.A. PROGRAM

The MBA Program has begun another active year. The incoming class in September this year is 108 students, each one with impressive credentials.

The program's first activity of the year was to welcome the students to the Faculty of Commerce and Administration on Saturday, September 10 at the MBA Orientation Day. The Orientation Day was extremely successful and a special "thank you" is extended to Professor Pierre Brunet. He soothed the fears of the new MBA's and managed the entire day in a truly professional manner. The incoming class was informed of all student activities by way of introductory speeches from the Commerce Graduate Students Association representatives.

A "thank you" is also extended to all the faculty members who joined the students for lunch:

C. Ross
K. Argheyd
B. Barbieri
M. Buyukkurt
R. Dainow
C. Draimin
L. Dyer
A. Farhoomand
Z. Gidengil
B. Ibrahim
D. Kira
V.H. Kirpalani
P. Leventhal
R. Oppenheimer
W. Porterfield
A. Satir
M. Sharma
T.J. Tomberlin
M. Kusy
A. Davis

MBA Alumni and CGSA students were represented as well, thanks to:

Barbara de Beaupre
Daniel Baron
Jeff Crossman
Susan Fox
Howard Friedman
Ann Howson
Lorne Hubner
James Kendrick
Pascale Leduc
Marie Manadili
Chris Pihl
Catherine Pharand
P.M. Rao
Conor Vibert
Keith Richardson
Eric Schumacher
Elizabeth Seger
Debbie Souccar
Paul Stinis
Pierre Zavadell
Willem Westenberger

Plans for the upcoming year include the development of a marketing plan, a promotional brochure and the continuation of the MBA Committee's efforts to coordinate the program. It is expected that as the year progresses, other objectives will be formulated.

Alan Hochstein
Academic Director

Pat Garneau
Administrative Director

M.B.A. BUSINESS RESEARCH PAPERS

FALL 1988

DISCIPLINE: ACCOUNTANCY

FERDINAND, Carol

The Adoption of Information Technology in Developing Countries: A Survey of Commercial Banks in Trinidad and Tobago

Prof. C. Draimin

HASTINGS, John

Captive Shipper Issues in the Light of Deregulation in Canada and the United States

Prof. R. Lande

LLANOS, Fernando

Computerized Data Bank Analysis Program for the Commodity Flow Between Canada and the United States, in Order to Study the Impact of the U.S. Railroad Deregulation upon the Canadian Railroad Industry

Prof. R. Lande

MURAT, Jean–Christophe

Study of Competition Between the U.S. and Canadian Trucking Industries after Deregulation

Prof. R. Lande

DISCIPLINE: DECISION SCIENCES AND MANAGEMENT SCIENCE

BHATTACHARYA, Monica

The Application of PERT/CPM Techniques to the Issuance of a New Share

Prof. S.K. Goyal

DISCIPLINE: DECISION SCIENCES AND MANAGEMENT SCIENCE – continued

CAMUS, Francois

Micro–Computer Implementation in Zaire

Prof. P. Wade

DE BEAUPRE, Barbara

The Capital Budgeting Process: A Literature Review and Case Analysis

Prof. D. Kira

KORB, Gerald

Cost Accounting and Management Information: The "Real Cost" Issue

Prof. P. Wade

NAOR, Rick

Two Cases in Management Information Systems: MIS Planning MIS Departmental and End–User Computing

Prof. A. Farhoomand

PRAHER, Wolfgang

Case Control Research Protocol to Determine Important Co–Factors in the Development of AIDS in Homosexual Men

Prof. B. MacGibbon–Taylor

RABASQUINHO, Cristina

A Market Study on the Feasibility of Starting an Experiential Education Program for Concordia MBA Students

Prof. T.J. Tomberlin

DISCIPLINE: DECISION SCIENCES AND MANAGEMENT SCIENCE – continued

ZUNINI, Mark

A Cost Analysis of a Genetic Screening Program

Prof. B. MacGibbon–Tayor

DISCIPLINE: FINANCE

ANDERSON, Gregory

The Program Trading of Stock Market Indices and Market Volatility

Prof. L. Shanker

BEIQUE, Paul

Returns on Canadian Oil Company Securities: The Effects of Firm, Industry, and Market Specific Factors

Prof. L. Switzer

BEYROUTI, Patrick

Pension Fund Immunization with Financial Futures Contracts

Prof. J. Nader

DUBROVSKY, Steven

The Effects of Electronic Banking on the Velocity of Money: An Empirical Investigation

Prof. M. Anvari

GUPTA, Bharat

Insider Trading Activity in Junior Resource Companies in Canada

Prof. L. Kryzanowski

DISCIPLINE: FINANCE – continued

KEPEKCI, Steve

Short Sales as a Market Predictor: An Empirical Study

Prof. A. Rahman

KREPS, Jeffery

An Investigation into: (1) The Efficiency of the Market with Respect to the Pricing of Stock Index Options & Futures and (2) The Relative Hedging Effectiveness of Stock Index Futures and Options in Optimizing the Risk–Return Performance of Equity Based Portfolios

Prof. A. Rahman

LA SCHIAZZA, John

The Financial Management Practices of Small– and Medium–Sized Building Contractors in the Greater Montreal Region

Prof. L. Kryzanowski

LEVY, Jonathan

Stock Performance of Apparel Manufacturers

Prof. J. Nader

MAHABIR, Hugh

Construction of QSSP Indices and an Evaluation of their Risk–Adjusted Return Performance

Prof. L. Kryzanowski

MENDEZ, Mervin

Vacant Land in the City of Montreal: Empirical Evidence of Plattage

Prof. A. Rahman

DISCIPLINE: FINANCE – continued

SCARDOCCHIO, Anna

The Stock Market Effects of a Change in Canada's Drug Patent Legislation

Prof. L. Switzer

VAN DAMME, Anjel

An Alternative Stock Investment Strategy: Switching between Stocks in a Given Industry

Prof. A. Hochstein

VARMA, Chandra

Prognostication of Acquisition Targets Using Quantitative and Qualitative Variables

Prof. L. Shanker

DISCIPLINE: MANAGEMENT

BOLDUC, Andre

Job Stress and Absenteeism: The Role of Attitudinal, Demographic, and Organizational Moderators

Prov. V. Baba

BRUNO, Carol

The Existence of Shared Meaning in Communication Between Males and Females: An Empirical Analysis

Prof. I. Devine

CHIO, Vanessa

Female Entrepreneurs in the Canadian Economy: A Life Cycle Approach

Prof. J. Sen

DISCIPLINE: MANAGEMENT – continued

FAGEN, Barry

Existing Problems within the Computer Service Industry

Prof. W.H. Ellis

GAULT, John

Organizational Change and its Related Effects on Professional and Para–Professional Staff in a Psychiatric Hospital Setting

Prof. R. Crawford

GELLER, Robert

Canadian Airline Deregulation: Impact on Labour Relations Between Pilots and Management of Air Canada

Prof. G.S. Rajan

GRENIER, Ginette

Performance Evaluation in a Professional Bureaucracy

Prof. W. Taylor

KYRIACOPOULOS, Peter

A Survey and Analysis of Canadian Business' Attitude Towards Soviet Industrial Product

Prof. L. Dyer

PARISIEN, Normand

The Influence of Hydro–Quebec's Strategic Planning Process on the Strategic Planning Process on the Strategic Planning Process of its Dependent Suppliers

Prof. W. Taylor

PETO, Kathleen

Should Employers Involve Themselves in Work Related Day Care? Case Studies of Four that Did: Motivations and Outcomes

Prof. I. Devine

DISCIPLINE: MANAGEMENT – continued

SADKO, Derek **CONFIDENTIAL**

Competitive Advantage in the Pharmaceutical Industry: A Critical Examination of Michael Porter's Value Chain Analysis

Prof. H. Gram

TSASIS, Peter

A Response Model to the Socio–Political Challenge for Major Corporations

Prof. M. Carney

DISCIPLINE: MARKETING

AURA, Andre

La Relation Attitude–Intention Les Models Log–Lineaires et la Relation Qualite–Prix

Prof. M. Laroche

BILODEAU, Denis

Market Segmentation and Market Planning in the Biotechnology Industry

Prof. J. Rosenblatt

BOYLE, Christine

Oral Communication Skills: An Assessment of Educational Practices

Prof. M. Bergier

PAIKERA, Kunthi

A Study of Vendor Selection of Office Automation Systems, Products and Technologies, and the Buying Process

Prof. B.Z. Gidengil

SADOKIERSKI, Robert

Consumer Categorization of Investment Firms

Prof. M. Laroche

DISCIPLINE: MARKETING – continued

STROHL, Heidi

Consumer Behavior in the Market for New Single Dwelling Homes

Prof. M. Bergier

TCHADERJIAN, Alain

Pharmacists' Attitudes Towards a New Pharmaceutical Pricing Structure and a More Direct Distribution System

Prof. M. Bergier

WILKIE, D.P.

Brand Categorization Processes for Anti–Arthritic Drugs Among Prescribing Physicians: A Test of the Brisoux–Laroche Conceptualization

Prof. J. Rosenblatt

PH.D AND RESEARCH PROGRAM

PH.D. PROGRAM

Mr. Kevin Leonard, a Ph.D. candidate in DS/MIS successfully defended his Ph.D. Dissertation on August 12, 1988. Kevin is our eleventh graduate from the Ph.D. in Administration Program at Concordia. The title of Kevin's dissertation is "Credit Scoring Via Linear Logistic Models with Random Parameters". Kevin is currently working with the World Bank in Ottawa. We wish him all the very best in the future.

This year the Ph.D. Program accepted eight new students; Ms. Elise Bernatchez and Ms. Sophia Dardalis in Management (O.B.), Mr. Li Jiang and Mr. Howard Nemiroff in Finance, Mr. Yang Song and Ms. Johanne Thiffault in DS/MIS, Ms. Denise Lanthier in Accountancy and Mr. Roy Toffoli in Marketing. We wish them all the best during their studies at Concordia. An additional Ph.D. student office area has been created on the fifth floor (GM 500–14). These new facilities, in conjunction with the second floor offices, give Concordia students the best facilities available within the Joint Doctoral Program. The telephone number for both areas remains the same: Local 2738.

Applications for admission to the program for September 1989 are now being accepted. Should you require any additional information or an application package for someone, please do not hesitate to contact our office at 2707.

RESEARCH

We are pleased to announce that the Social Sciences and Humanities Research Council (SSHRC) has awarded Concordia a sum of $3,200 for supplemental aid to faculty attending international conferences. An announcement has been sent to all Faculty, with the rank of Assistant Professor and above, inviting them to submit applications for these funds no later than Friday, October 28, 1988. Faculty members will be notified of the results of their applications by Friday, November 18, 1988.

The Research and Ph.D. office is once again in the process of gathering the necessary information for the Academic Activities Book for the academic year September 1, 1987 to August 31, 1988. Professor Segovia, Academic Coordinator of the Academic Activities Handbook and Working Paper Series, has extra copies of the questionnaire should anyone require them or any further information.

Martin Kusy
Associate Dean
Graduate Studies and Research

"Griswold, I'd say you've reached your level of incompetence."

* * *

The Commerce Quarterly is published by the Faculty of Commerce and Administration, Concordia University. Should you wish to contribute information, please contact:

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